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30 August 1946

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MEMORANDUM FOR: [REDACTED]

SUBJECT: Functional Branch

1. The Regional Branches provide an integrated picture of all phases of intelligence within a prescribed area. In contrast the Functional Branch will be concerned with comparative studies, analyses and evaluations of factors, developments, and policies not usually confined to any particular region which may affect the security of the United States, e.g., international organizations, inter-regional conferences, treaties and alliances, international ideological movements, foreign trade, international finance, industrial developments abroad, sources of supply for strategic materials, and military training techniques, mobilization, operating procedures and plans for combined operations with probable allies.

2. The Functional Branch should be activated without delay so as to formulate working procedures, enable members to establish contacts and familiarize themselves with available information and intelligence.

3. In form of organization the Branch will consist primarily of a group of experts in various specialized fields of intelligence who serve as advisors to the head of ORE and coordinate the research work in their respective fields through ORE. It is recommended that the Functional Branch be set up as follows:

a. Chief of Branch will exercise executive control of consultants in the Branch, be held accountable for their conformity with CIG and ORE policies and assume responsibility for general coordination of their work within the Branch and with the other activities of ORE; will not supervise the consultants' individual work or accept responsibility for the end product of their efforts.

b. Executive or Deputy Chief of Branch will act for the Chief in his absence and be concerned primarily with administrative duties.

c. Administrative Section will handle the routine work of administration for the Branch.

d. Information Control will keep a record of all incoming information, accounting separately for essential elements of information; route it within the Branch so as to assure effective exploitation, and arrange for it to be accessibly filed within the Branch or forwarded to the Library; coordinate the assessments of incoming material and requests for information outside the Branch.

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e. Intelligence Control will check outgoing intelligence to assure acceptability of form and style; maintain a record of all requests for intelligence, accounting separately for that required for the Central Intelligence Plan; keep a log of the status of all intelligence projects being developed in the Branch; provide for appropriate dissemination of intelligence within ORE and to the Office of Dissemination.

f. Functional Consultant - As regards his special field, will:

- (1) Advise the Assistant Director for Research and Evaluation and other responsible officials of CIG;
- (2) Interpret the significance of trends likely to influence military policy and foreign policy;
- (3) Analyze the capabilities, vulnerabilities and intentions of foreign nations so as to determine if their probable actions will aid or menace the national security of the United States;
- (4) In coordination with the other research branches prepare strategic and national policy studies, estimates and appreciations required by CIG and other agencies of the government;
- (5) Assist in the preparation of the Central Intelligence Plan, determine each agency's share of essential elements of information to meet it, and coordinate the production of intelligence required for the Plan;
- (6) Keep abreast of developments by the review and study of reports and technical literature, and by contacts with similar specialists in government agencies and private organizations;
- (7) Assure appropriate dissemination of raw information, assess the adequacy of information and intelligence received from CIG and other government agencies, and request through proper channels the required additional information and intelligence;
- (8) Act as ORE representative with other agencies of the government and private organizations; and
- (9) Attend CIG conferences and assist with intelligence briefing.

h. It is recommended that the initial personnel of the Functional Branch consist of an Acting Chief, or Executive Officer, heads of the Administrative Section, Information Control, Intelligence Control, one secretary for each consultant and seven consultants assigned to the following fields:

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a. International Relations, e.g., UNO, World Court, special missions, inter-regional conferences, political treaties and alliances, international law, mandate and colonial administration techniques;

b. Sociological Affairs, e.g., propaganda techniques, inter-regional political, cultural and religious movements, manpower, labor and psychological warfare;

c. Geography and Cartography, e.g., applied geography and all forms of cartographic intelligence;

d. Raw Materials and Basic Industries, e.g., agriculture, mining, electric power, iron and steel, chemicals, etc., including mobilization in time of war;

e. Transportation and Communications, e.g., all forms of transportation and communications, including mobilization in time of war;

f. Trade and Finance and Economic Controls, e.g., financial and economic agreements, foreign funds control, economic penetration of other countries, plans for the integration of national economies of the United States and its allies in time of war; and

g. Military Affairs (Army, Navy and Air), e.g., military agreements, special missions, training methods, procurement of supplies, sustaining of morale, operating doctrines, intelligence services, wartime control of national economy and principles of military government.

5. When fully organized the Functional Branch will, of course, include specialists handling subdivisions of the fields of intelligence covered in paragraph 4 as well as additional subjects of intelligence for which there is a demonstrated need. Accordingly, it is recommended that the directive establishing the Branch be sufficiently broad to include all useful functional fields not contemplated for coverage by the Scientific and Technical Branch.

6. A T/O and a diagram of the organization proposed for the Functional Branch are attached to this memorandum.

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Plans and Requirements

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